



# The Effectiveness Employee Performance in the Delivery of Public Services Quality

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## Abstract

The research aims to find out and analyze the performance of employees in government organizations in carrying out public services. The performance of employees within the organization varies, so this study tries to analyze the standardization of performance needed to meet the standardization of quality services. The research method used in this study is a quantitative method with descriptive and verification analysis. Sources of data in this study are primary data and secondary data. The main instrument in this study was a research questionnaire distributed to respondents who had become the sample of this study. The sample in this study was 38 respondents with a sampling system using total sampling because the number of samples was less than 100. The analysis technique used in this study used simple linear regression analysis. The study's results prove empirically that employee performance has a positive and significant effect on the delivery of public services. Employee performance expected to achieve quality public service delivery is the performance of employees with effectiveness and efficiency in carrying out their work. Besides that, in fulfilling the implementation of quality public services, it is also necessary to have employees who have good responsiveness and discipline.

**Keyword:** Effectiveness, Performance, Public Service.

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## I. Introduction

Delivering quality services is a demand and a challenge for public organizations. In order to improve services to the community in the field of licensing, the Majalengka Regency government established PTSP (One Stop Services). The history of the establishment of the Majalengka Regency Integrated Licensing and Investment Service Agency started with the desire of the Majalengka Regency government to provide full services, especially those related to licensing services, namely the establishment of the Integrated Service Agency (BPT) in March 2008 through Regional Regulation Number 3 of 2008 concerning Establishment of the Majalengka Regency Regional Apparatus and Regional Regulation Number 6 of 2008 concerning Position, Main Tasks and Organizational Structure of the Majalengka Regency Regional Technical Institution. However, in its development according to the demands of the community's needs for better services where there was a downsizing of regional apparatus and the organizational structure of regional technical institutions, the Integrated Service Agency and the Majalengka Regency Investment Office were merged so that the nomenclature became the Integrated Licensing and Investment Service Agency in December 2009 as stated in the Regional Regulation of Majalengka Regency Number 10 of 2009 concerning the Organization of Regional Devices of Majalengka Regency.

The Office of Investment and One Stop Integrated Services has the task of formulating and implementing policies in the investment sector as well as providing investment administration services, licensing, and non-licensing in an integrated manner with the principles of coordination, integration, synchronization, simplification, security, certainty, and transparency. *Licensing* is a public service that is very prominent in governance. The reality is that currently, the relationship between the government and the community in terms of licensing is not optimal because the licensing services carried out by the government by the community are often considered to be complicated, do not have clear procedures, are not transparent, the time for completion is not clear and the costs to be incurred are unclear.

*Licensing* is a public service that is very prominent in governance. The reality is that currently, the relationship between the government and the community in terms of licensing is not optimal because the licensing services carried out by the government by the community are often considered to be complicated, do

not have clear procedures, are not transparent, the time for completion is not clear and the costs to be incurred are unclear. Therefore, providing quality services is a basic requirement that must be given to customers. The quality of service provided by the company depends on the company's ability to meet customers' expectations. In order to find out the basic reference relating to service quality, Lewis and Booms (Tjiptono, 2011, p. 157) define service quality, namely a measure of how well the level of service provided can match customer expectations.

Service as a process of fulfilling needs through the activities of other people directly is a concept that is always actual in various institutional aspects. Therefore, it is of interest for researchers to research aspects of public service. Some researchers who have conducted studies on public services include (Hsiao & Lin, 2008; Jonathan et al., 2017; Putra, 2019), who have succeeded in conducting research in the field of public services about community satisfaction. Quality public services have become an organization's obligation, both in quantity and quality. Quality public services can increase trust in the community (Van de Walle, 2003; Yani & Ahmad, 2017). Creating quality public services cannot be done partially but must be done in an integrated manner. The role of leadership is considered strategic in encouraging the realization of quality public services. This follows research conducted by (Haq, 2011; Schwarz et al., 2020) that leaders must have the skills to play a role in improving ethics orientated toward improving quality service.

The provision of services that meet predetermined standards is a part that needs to be scrutinized because it is found that the services provided are still below the expectations of the community. Some researchers show that there are still problems in the provision of public services, such as corruption (Naher et al., 2020) and common bureaucratic problems (Yusriadi, 2018). Another problem is the lack of public awareness in helping the government improve public services (Maslennikov et al., 2017). Therefore, attention to service performance is a very vital requirement in improving service delivery, and improving performance depends on the quality of its human resources (Alonso & Lewis, 2001; Ritz et al., 2021). Human resources are one of the elements that play an important role in achieving an organization's goals (Mwaniki & Gathenya, 2015). Human resources, as an organizational asset, have control over the progress of an organization and the achievement of the goals set by the organization (Kusumawardani, 2011).

Humans are the most important element in an organization because other elements owned by an organization, such as business capital, raw materials, machines, work methods, time, and other assets, can only benefit the organization if humans use them. As Hariandja, (2002) said, "Human Resources (HR) is the main element of the organization compared to other elements such as capital, technology, and money because humans themselves control others. Humans choose technology; humans seek capital, and humans use and maintain it, besides humans can be a source of lasting competitive advantage. Therefore, human resource management is very important. This illustrates that employee performance is very important for organizations in carrying out service processes to achieve quality service.

## **II. Literature Review**

### **Employee Performance**

Performance can be seen from two aspects: employee performance (individually) and organizational Performance. Employee performance is the result of individual work in an organization. At the same time, organizational Performance is the totality of work results achieved by an organization. Employee performance and organizational Performance have a very close relationship. The achievement of an organizational goal must be distinct from the resources owned by the organization, which are driven or run by employees who play an active role as actors in efforts to achieve the goals of an organization. The achievement of maximum Performance will be separate from the role of bureaucratic leaders in motivating their subordinates to carry out work effectively and efficiently. According to Anwar Prabu Mangkunegara, (2015, p. 67), the notion of Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. According to Wibowo, (2007, p. 4), Performance is the implementation of the plans that have been prepared. Human resources implement Performance with the ability, competence, motivation, and interests. How an organization values and treats its human resources will influence its attitude and behavior in carrying out Performance.

Performance or Performance is a description of the level of achievement of the implementation of an activity program or a policy in realizing the goals, objectives, vision, and mission of the organization as outlined through an organization's strategic planning. Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards that an organization has set. Therefore, if there are no goals and targets set in measurement, it is impossible to know someone's Performance or organizational Performance if there are no benchmarks for success. Employees can find their Performance through informal means, such as good and bad comments or ratings from superiors, subordinates, and work partners. However, performance evaluation should also be measured through formal and structured or measurable assessments. However, performance appraisal refers to continuous formal measurements. In that

case, the assessment is even more complete and detailed because aspects related to work, work standards, behavior, and work results can even include employee absentee levels. *Performance* is a standard or reference every organization uses in assessing a productive employee (Muflihin, 2009). In its implementation, Performance is much influenced by both external and internal factors. Kuswati, (2020) states that performance factors are more dominated by employee motivation factors, while his research shows that Performance is a factor that has a very important role and position in the organization (Ebrahimpour Azbari et al., 2015; Karyono, 2020; Tarmidi et al., 2019).

Meanwhile, according to Kaswan, (2017, p. 278), employee performance reflects employee behavior at work as the application of skills, abilities, and knowledge, which contribute or value to organizational goals. According to Rismawati, (2018, p. 2), Performance is a condition that must be known and confirmed by certain parties to determine the level of achievement of the results of an agency related to the vision carried out by a company or company and to know the positive and negative impacts of an operational policy. (Bintoro dan Daryanto, 2017, p. 105) say Performance is the willingness of a person or group to carry out activities or perfect them following their responsibilities with the expected results. According to (Wirawan, 2015, p. 5), Performance is the output produced by a job or profession's functions or indicators within a certain time. Sutrisno. E, (2018, p. 123) says employee performance is the result of employee work seen in aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

According to (Afandi, 2018, p. 89), employee performance indicators are quantity, quality, efficiency, discipline, initiative, thoroughness, leadership, honesty, and creativity. The number of work results is all kinds of units of measurement related to the amount of work that can be expressed in numbers or other numerical equivalents. The quality of work results in all kinds of units of measurement related to the quality or quality of work results which can be expressed in numbers or other numerical equivalents. Efficiency in carrying out tasks. Multiple resources wisely and cost-effectively. Work discipline Comply with applicable laws and regulations. Initiative The ability to decide and do the right thing without being told, being able to find out what should be done about something around us, and trying to keep moving to do things even though things are getting more difficult. Accuracy The suitability of the results of work measurements whether the work has reached its goals. Leadership is a process of influencing or setting an example by a leader to his followers to achieve organizational goals. *Honesty* is a human trait that is quite difficult to apply. *Creativity* is a mental process that involves generating ideas or involving generating ideas.

### **Service Performance**

Performance is related to the level of productivity (Gielen et al., 2009), which shows the input and output risks in the organization. Performance can even be seen from a performance standpoint by emphasizing the value of efficiency associated with the quality of output produced by employees based on several standards previously set by the organization concerned. The definition of Performance, according to Surya Dharma, (2012), is "performance or work performance is something that is produced or a product or service produced or provided by a person or group of people." To be able to evaluate the effectiveness of Performance of this, Ardiani, Nunuk, (1996, p. 11) states that "The judgments we make are following the achievements of individuals, groups and organizations, the closer they are to the expected achievements, the more effective we evaluate them."

Ardiani and Nunuk, (1996, p. 6) Argues that a prerequisite for forming high Performance is a change in positive attitudes and behavior. Some provide an understanding of Performance as the implementation of a function, as stated Whitmore, (1997, p. 104), "Performance is the implementation of the functions required of a person. Performance can also be interpreted as results or achievements achieved by individuals, units, or organizations with outputs, namely quality and quantity or The Degree Of Accomplishment. To find out the achievements of an organization, of course, requires a measure or criteria as an indicator of the success to be achieved.

Berman (Keban, 2008, p. 209) defines *Performance* as the "Utilization of resources efficiently and effectively to achieve results." Pollit and Bouckaert (Keban, 2008, p. 209) suggest that performance measurement is developed extensively, intensively, and externally in practice. Extensive performance development implies that more work areas are included in performance measurement. Intensive performance development means that more management functions are included in performance measurement, while external development means more outsiders are taken into account in performance measurement. Bernardin and Russel (Keban, 2008, p. 210) define Performance as the aspect emphasized as a record of the outcome or final result obtained after a job or activity has been carried out for a certain period. This shows that Performance only refers to a series of results obtained by an employee during a certain period and does not include the personal characteristics of the employee being assessed.

### III. Research Methods

This research is an administrative science approach related to organizational theory and discusses employee performance and service performance. This study uses descriptive analysis and verification because the implementation includes data, analysis, and interpretation of the meaning and data obtained. The survey method is a research method used to obtain facts from existing phenomena and seek factual information. The research method used is a survey method. The survey method can dissect, discuss and recognize problems, as well as obtain justification for the state of ongoing practices. In addition, the survey method can also evaluate and compare things people do in dealing with similar situations or problems. The results can be used in plans and decisions in the future. The types and sources of data collected in this study were: (1) primary data: data obtained directly from respondents through questionnaires, interviews, and observations collected by researchers, (2) secondary data: data that supports primary data obtained from documents. This research was conducted for three months, from May to July 2022, with the research location being the Majalengka Regency Investment and One-Stop Service Office (DPMPTSP).

The sampling criteria in this study took into account several conditions; the sample taken must be able to provide a reliable picture of the population as a whole, and be able to determine the precision, namely the level of certainty determined by differences in results obtained from complete records, provided that the circumstances in which both the method is carried out the same, simple so easy to implement, can provide maximum results with minimal cost risk. The staffing data found that the number of DPMPTSP employees in Majalengka Regency, from the leadership to the staff, was 38. Because the population was under 100, all samples were taken in this study, so the sampling technique used was census or total sampling. In this study, primary and secondary data types are collected. Primary data is obtained directly from the head of the Tourism and Culture Office and its employees with the question items in the questionnaire. Secondary data is obtained from school institutions or through data that has been researched and collected by other parties related to this research problem. The validity and reliability of a measuring instrument are very important in scientific research, so before a measuring instrument (questionnaire) is used to obtain data, it is necessary to test its validity and reliability first. This is done with the intention that a valid and reliable measurement tool will produce accurate and accountable information.

Data analysis techniques in this study used descriptive and verification analysis. Ghazali (2018: 19) states that descriptive statistics provide an overview of data seen from the average value (mean), standard deviation, variance, maximum, minimum, sum, range, kurtosis, and skewness. Descriptive statistics are usually used to describe the profile of sample data before utilizing statistical analysis techniques that function to test hypotheses. Verification analysis in this study is to answer the hypothesis related to whether or not there is an influence of employee performance on service performance. Simple linear regression analysis is linear regression in which only two variables are involved, namely the dependent variable Y and one independent variable X with a rank of one. In this study, simple linear regression analysis was used to determine the effect of logical-mathematical intelligence on students' mathematics learning outcomes and the effect of interest in learning on students' mathematics learning outcomes. The form of the equation is:

$$Y = a + b \cdot X$$

Information:

Y = dependent variable

X = independent variable

a = intercept

b = regression coefficient; to see the correlation between variables with the regression equation, the values of a and b must be determined first.

$$b = \frac{n \cdot \sum XY - (\sum X) \cdot (\sum Y)}{n \cdot \sum X^2 - (\sum X)^2}$$

$$a = \frac{\sum Y - b \cdot \sum X}{n}$$

Description: n = amount of data

For convenience in simple linear regression tests, researchers used SPSS 22.0 for the Windows program.

### IV. Research Results and Discussion

The data analysis method used in this research is descriptive analysis and hypothesis testing :

#### 1. Descriptive Analysis

The descriptive analysis calculates each research variable's highest and lowest values, mean, and standard deviation. They are testing the hypothesis in this study using a correlation test and a simple linear regression

test. Employee performance variables in this study were determined by quantity, quality, efficiency, discipline, initiative, thoroughness, leadership, honesty, and creativity. Service performance in this study is formed by tangible responsiveness, reliability, assurance, and empathy.

Table 1. Descriptive Statistics Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Quantity	38	3,00	5,00	4,4737	,64669
Quality	38	3,00	5,00	4,2632	,64449
Efficiency	38	3,00	5,00	4,5789	,59872
Discipline	38	3,00	5,00	4,3158	,61973
Initiative	38	3,00	5,00	4,1579	,71759
Accuracy	38	3,00	5,00	4,2895	,65380
Leadership	38	3,00	5,00	4,3947	,71809
Honesty	38	3,00	5,00	4,3684	,58914
Creativity	38	3,00	5,00	4,1579	,63783
Valid N (listwise)	38				

The results of the descriptive research on employee performance in DPMPTSP Majalengka Regency are generally in the good to excellent category. This can be seen from the average value obtained above the value of 4.00. This category is included in the excellent category close to very good. Nevertheless, the analysis of each dimension shows that the most critical dimensions of employee performance are efficiency and quantity, while the weakest dimensions are initiative and accuracy. The results of this study indicate that the performance of employees in DPMPTSP Majalengka Regency has shown positive results and has performance that the organization has standardized. Even though it shows positive results, some dimensions need to be improved, namely initiative and accuracy.

Table 2. Descriptive Statistics Public Service

	N	Minimum	Maximum	Mean	Std. Deviation
Tangible	38	3,00	5,00	4,5526	,60168
Empathy	38	2,00	5,00	4,5789	,64228
Responsive	38	3,00	5,00	4,3684	,63335
Reliability	38	3,00	5,00	4,5526	,60168
Assurance	38	3,00	5,00	4,3684	,71361
Valid N (listwise)	38				

The results of the descriptive research on service performance in DPMPTSP Majalengka Regency are generally in the good to excellent category. This can be seen from the average value obtained above the value of 4.00. This category is included in the excellent category close to very good. Nevertheless, the analysis of each dimension shows that the most vital dimension of service performance is empathy, while the weakest dimension is responsive. The results of this study indicate that the service performance in DPMPTSP Majalengka Regency has shown positive results and has service performance that the organization has standardized. Even though it shows positive results, some dimensions need to be improved, namely responsiveness.

## 2. Test of Hypothesis

Before data analysis using correlation analysis techniques and simple linear regression, the analysis prerequisites were tested first in this study using the normality and linearity tests. The normality test is used to determine whether the data population is normally distributed or not. The normality test used in this study is the sample Kolmogorov-Smirnov test using a significance level of 0.05. The data is usually distributed if the significance is greater than 5% or 0.05. From the One sample Kolmogorov-Smirnov table, the probability number or Asymp is obtained. Sig. (2-tailed). This value is compared with 0.05 or using a significance level of 5%.

Table 3. One-Sample Kolmogorov-Smirnov Test

		Performance	Public_Service_Quality
N		38	38
Normal Parameters <sup>a,b</sup>	Mean	21.5000	40.2895
	Std. Deviation	2.82604	4.59675
Most Extreme Differences	Absolute	.182	.189
	Positive	.175	.153
	Negative	-.182	-.189
Test Statistic		.182	.189
Asymp. Sig. (2-tailed)		.203 <sup>c</sup>	.131 <sup>c</sup>

a. Test distribution is Normal.  
b. Calculated from data.

c. Lilliefors Significance Correction.

The probability number or Asymp is obtained from the One-Sample Kolmogorov-Smirnov Test table. Sig (2-tailed). This value is compared with 0.05 (because it uses a significant level of 5%). For decision-making, use the following testing criteria:

- ✓ If Asymp. Sig (2-tailed) < 0.05, then the data distribution is not normal
- ✓ If Asymp. Sig (2-tailed) > 0.05, then the data distribution is normal.

Based on the One-Sample Kolmogorov-Smirnov Test table, all data in this study has a normal distribution because of the Asymp value. Sig. (2-tailed) is more than the value of 0.05.

The linearity test aims to determine whether the two variables have a linear relationship or not significantly. The linearity test was carried out by testing on SPSS using a test for linearity at a significant level of 0.05. Two variables are said to have a linear relationship if the significance (linearity) is less than 0.05.

Table 4. ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.
Public_Service_Quality * Performance	604.149	9	67.128	10.579	.000
(Combined)					
Linearity	581.422	1	581.422	91.631	.000
Deviation from Linearity	22.727	8	2.841	.448	.882
Within Groups	177.667	28	6.345		
Total	781.816	37			

Obtained from the output above, the value of F count = 2.841, F table = obtained from the table of critical values of the F distribution by looking at df/db2 = 28 (seen from Within Groups), so F table = 3.340. F count = 2.841 < F table = 3.340 and Sig. 0.882 > 0.05, it is said that the relationship between employee performance variables (X) and public services (Y) is linear. After testing the prerequisite analysis, calculations can be performed to test the hypothesis using the Product Moment correlation test from Pearson and simple linear regression.

**a. Correlation Test**

Table 5. Correlations

		Performance	Public_Service_Quality
Performance	Pearson Correlation	1	.862**
	Sig. (2-tailed)		.000
	N	38	38
Public_Service_Quality	Pearson Correlation	.862**	1
	Sig. (2-tailed)	.000	
	N	38	38

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on the calculation results, the correlation coefficient ( $r_{xy}$ ) is 0.862, which is vital. The correlation sign is + (positive), meaning that if the value of employee performance increases, public services also increase and vice versa. Employee performance with public services has a sig value.  $0.000 < 0.05$ , then  $H_0$  is rejected. The decision is that there is a correlation or relationship between employee performance and public services.

**b. Simple Linear Regression Test**

The table explains the magnitude of the correlation/relationship (R) value of 0.862 and explains the magnitude of the percentage influence of the independent variable on the dependent variable, which is called the coefficient of determination which is the result of squaring R. From the output, the coefficient of determination ( $R^2$ ) is 0.744, which contains an understanding that the effect of the independent variable (teacher performance) on the dependent variable (public service) is 74.4%. In comparison, the remaining 25.6% is influenced by other variables.

Table 7. ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	581.422	1	581.422	104.450	.000 <sup>b</sup>
	Residual	200.394	36	5.566		
	Total	781.816	37			

a. Dependent Variable: Public\_Service\_Quality

b. Predictors: (Constant), Performance

From the output it can be seen that the F count is 104.450 with a significance/probability level of 0.000 <0.05, so the regression model can be used to predict public services.

**Table 8. Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.131	2.976		3.405	,002
Performance	1.403	.137	,862	10.220	,000

a. Dependent Variable: Public\_Service\_Quality

In the table, Constant (a) is 10.131, while the value of performance (b) is 1.403, so the regression equation can be written:  $Y = a + bX = 10.131 + 1.403X$ . A constant of 10.131 states that if there is no employee performance value then the value of public service is 10.131. The X1 regression coefficient of 1.403 states that for every addition of 1 employee performance value, the teacher's performance value will be 1.403.

Based on the analysis of data on the relationship between employee performance and public services using the correlation test, it can be seen that employee performance in public services has a correlation coefficient of 0.862; the correlation sign is + (positive), meaning that if employee performance values increase, public services also increase and vice versa. Employee performance is an encouragement to the individual to achieve goals. Of course, all obstacles and obstacles will be hit for individuals with high or strong employee performance to achieve the desired goal. The focus on improving and improving employee performance is significant because the effect of employee performance on service is 74.42%. The hypothesis that there is a positive relationship between employee performance and public service can be accepted. The proof of the above hypothesis is supported by research conducted (Putri, 2022); there is an effect of Employee Performance on the Quality of Administrative Services at the Tanggulangin District Office, Sidoarjo Regency, which is proven by the partial test (T-test) with the value of the Employee Performance variable (X1) obtained a significance value of 0.000 the significance value is smaller than the value of 0.05 so that ( $\text{sig} < \alpha = 0.000 < 0.05$ ). At the same time, research (Sun & Li, 2020) shows that increasing employee performance will positively influence organizational health, which can ultimately positively impact service.

Based on the discussion above, it can be seen that the correlation/relationship (R) value in the regression test is 0.862, and the percentage influence of the independent variable on the dependent variable is called the coefficient of determination which is the result of squaring R. The coefficient of determination ( $R^2$ ) is 0.744, which implies that the effect of employee performance on public services is 74.40%, while the remaining 25.60% is influenced by other factors originating from employee performance factors. The regression equation  $Y = a + bX = 10.131 + 1.403X$ . A constant of 10.131 states that if there is no employee performance value, then the value of public service is 10.131. The X1 regression coefficient of 1.403 states that for every addition of 1 employee performance value, the teacher's performance value will be 1.403.

## V. Conclusion

Based on the results of descriptive and verification research related to aspects of employee performance and public service delivery, it was found that these two aspects had good results in terms of variables. This means that the performance of employees and public administration has responded to the challenges of the current era. However, several aspects need to be improved, especially for employee performance, including effectiveness and efficiency, so that employees will perform better in the future. Meanwhile, what needs to be considered in the provision of public services is the responsiveness of employees in answering and fulfilling people who want to get services at this agency. The verification test results prove that employee performance has a positive and significant influence on the delivery of public services. These findings conclude that performance is significant for organizations because high performance can certainly reduce absenteeism or not working due to laziness, and with high performance, the work assigned or assigned to it can be completed in a shorter time or more effectively. The results of this study provide recommendations that it is essential to pay attention to improving employee performance by actively participating in training programs and higher education; besides that, the organization, in order to improve the quality of public services, needs to develop and develop public service innovations.

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